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ABSTRACT

In order to determine how classified employees at Los Angeles City College felt about their jobs, a 15-item questionnaire was distributed to 325 classified employees. Responses were analyzed according to five functional subgroups of employees. Attitude "quotients" were obtained by dividing the percentage of generally positive responses by the percentage of generally negative responses. Overall, the quotients obtained were greater than unity. However, it was noted that the relatively low quotient on the question of promotion and pay raises might indicate a need for a staff development program for the purpose of informing all classified employees about promotion and pay raise policies and procedures. In addition, it was found that the response quotients differed among employee groups for some survey questions, indicating that some subgroups of classified personnel might have development needs which were different from those of other subgroups. The findings are recommended for use in the planning of staff development programs. Tabulated data and the questionnaire are included in the report. (JDS)

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LOS ANGELES CITY COLLEGE

"JOB ATTITUDE SURVEY FOR CLASSIFIED PERSONNEL"

Research Study #77-3

Vance Stine
Research Office
April, 1977

JC 770 208

"JOB ATTITUDE SURVEY
FOR CLASSIFIED PERSONNEL"

PURPOSE OF THE STUDY

The purpose of this study was to attempt to find out how classified employees feel about their jobs. It is hoped that the results will be useful to the Office of Planning and Management in the planning of staff development programs.

PROCEDURE OF THE STUDY

325 questionnaires were distributed to members of the classified staff together with covering letters stating the purposes of the study and indicating the method of reply (copies appended.) 175 questionnaires were returned in time for inclusion in this report (54%). An analysis of these 175 questionnaires constitutes the procedure used in this study.

The overall responses to the questionnaire are shown in Table A and Figure A. Responses by subgroups are indicated in Tables B-1 through B-5 and Figures B-1 through B-5. Subgroup 1 consisted of employees in Operations, Receiving, Cafeteria, and Plant Facilities. Subgroup 2 consisted of employees from College and Community Relations, President's Office, Planning and Management, Research, VEA, and the Office of Instruction. Subgroup 3 consisted of employees from Audio-Visual, Chemistry, Computer Tech, Engineering, Learning Resources Center, Library, Life Science, Men's P. E., Music, Nursing, Photography, Physics, Radio-TV-Film, Student Data Center, Theatre Arts, and Women's P. E.

PROCEDURE OF THE STUDY (continued)

Subgroup 4 consisted of employees from Administrative Services I and II, Business Office, Data Center, Mailroom, Community Services, Secretarial Services, Student Store, and Telephone Office. Subgroup 5 consisted of employees from Children's Center, Student Personnel Services, VCI, Student Employment Office, Student Activities, Handicapped, Financial Aids, Counseling, Student Center, College Press and Admissions Office.

TABLE A - Overall Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents)

Question	Responses					Positive (a+b)	Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
	a	b	c	d	none				
1	36.0%	34.3%	21.1%	6.3%	2.3%	70.3	27.4	2.56	5
2	45.1	24.6	19.4	8.0	2.9	69.7	10.9	6.39	2
3	36.0	44.0	5.1	4.6	10.3	80.0	9.7	8.25	1
4	15.4	46.3	24.6	10.3	3.4	61.7	34.9	1.77	12
5	20.6	26.3	9.1	30.9	13.1	46.9	40.0	1.17	15
6	16.0	46.3	24.6	12.0	1.1	62.3	36.6	1.70	14
7	52.0	22.3	10.3	10.9	4.6	74.3	21.2	3.50	4
8	28.0	39.4	13.7	14.3	4.6	67.4	28.0	2.41	6
9	40.6	38.8	9.1	8.6	2.9	79.5	17.7	4.49	3
10	36.0	31.4	18.3	13.1	1.1	67.4	31.4	2.15	8
11	38.8	24.0	17.7	18.3	1.1	62.8	36.0	1.74	13
12	36.6	32.6	19.4	10.9	0.6	69.2	30.3	2.28	7
13	28.6	38.3	13.1	14.3	5.7	56.9	27.4	2.08	9
14	39.4	22.9	13.1	18.9	5.7	62.3	32.0	1.95	10
15	34.3	24.6	21.7	8.6	10.9	58.9	30.3	1.94	11

$\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{175}{325} = 53.8\%$ return

FIGURE A - Ratio of $\frac{\text{Favorable}}{\text{Unfavorable}}$ Responses to Job Attitude Questionnaire

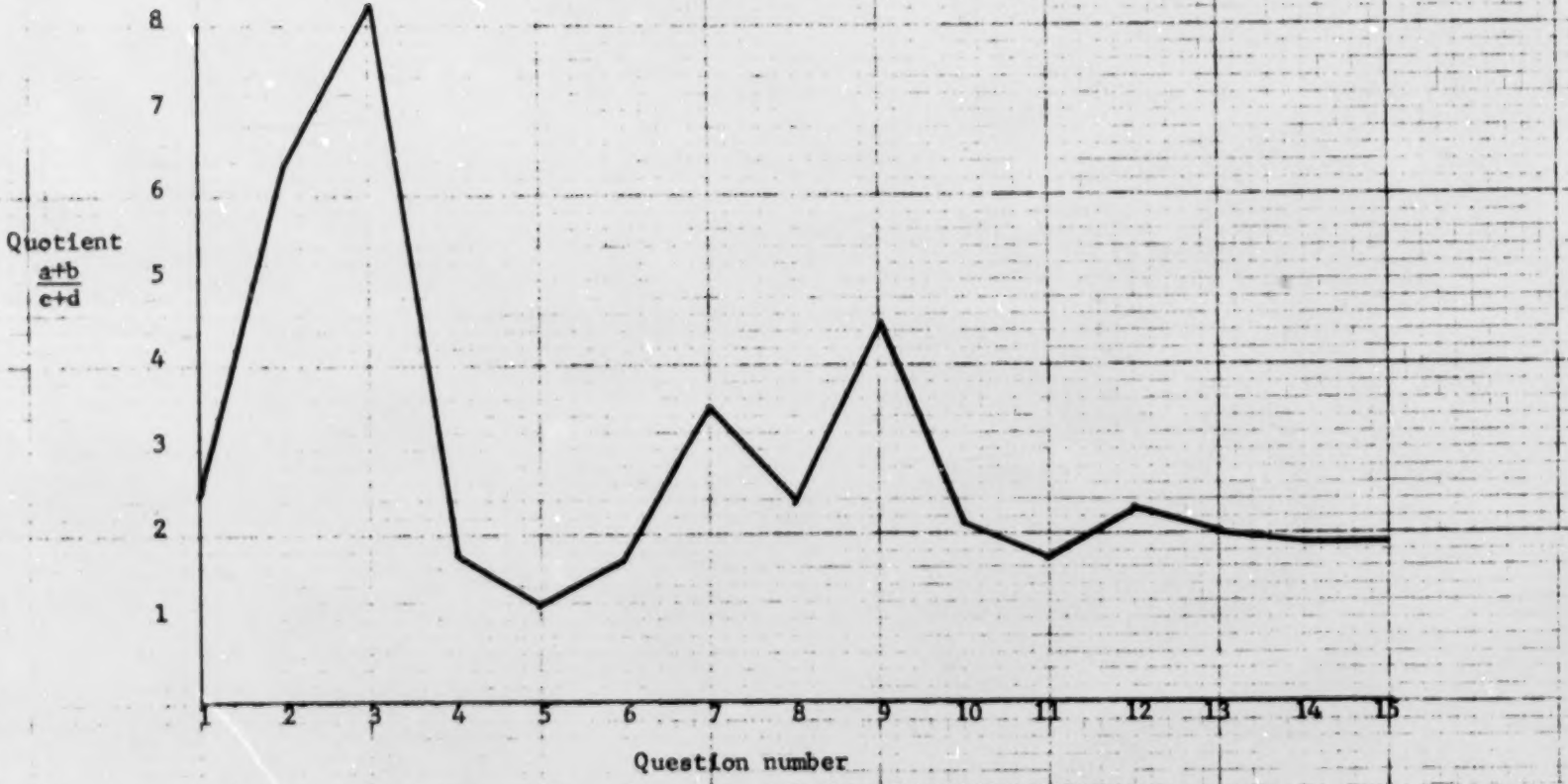


TABLE B-1 - Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents) by Employees from Operations, Receiving, Cafeteria and Plant Facilities (Sub-group I)

Question	Responses								
	a	b	c	d	none	Positive (a+b)	Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
1	40.0%	26.0%	20.0%	12.0%	2.0%	6.0%	32.0%	2.06	7
2	46.0	22.0	22.0	10.0	0.0	68.0	32.0	2.13	6
3	44.0	32.0	10.0	10.0	4.0	76.0	20.0	3.80	1
4	20.0	44.0	24.0	8.0	4.0	64.0	32.0	2.00	9
5	16.0	28.0	4.0	46.0	6.0	44.0	50.0	0.88	15
6	16.0	34.0	24.0	24.0	2.0	50.0	48.0	1.04	14
7	48.0	22.0	6.0	22.0	2.0	70.0	28.0	2.50	4
8	34.0	24.0	14.0	24.0	4.0	58.0	38.0	1.53	11
9	34.0	38.0	6.0	16.0	6.0	72.0	22.0	3.27	2
10	34.0	32.0	12.0	20.0	2.0	66.0	32.0	2.06	7
11	42.0	16.0	16.0	24.0	2.0	58.0	40.0	1.45	12
12	38.0	34.0	18.0	10.0	0.0	72.0	28.0	2.57	3
13	34.0	34.0	12.0	18.0	2.0	68.0	30.0	2.27	5
14	38.0	20.0	12.0	30.0	0.0	58.0	32.0	1.81	10
15	36.0	16.0	28.0	20.0	0.0	52.0	48.0	1.08	13

$\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{50}{126} = 39.7\%\text{return}$

TABLE B-2 - Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents) by Employees from College and Community Relations, President's Office, Planning and Management, Research, VEA, and Office of Instruction (Sub-group II)

Question	Responses					Positive (a+b)	Negative Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
	a	b	c	d	none				
1	20.0%	40.0%	40.0%	0.0%	0.0%	60.0%	40.0%	1.50	14
2	66.7	26.7	0.0	0.0	6.6	93.4	0.0	∞*	1
3	40.0	53.4	6.6	0.0	0.0	93.4	6.6	14.20	3
4	20.0	53.4	20.0	6.6	0.0	73.4	26.6	2.76	12
5	26.7	26.7	26.7	20.0	0.0	53.3	46.7	1.14	15
6	13.3	66.7	20.0	0.0	0.0	80.0	20.0	4.00	9
7	66.7	13.3	13.3	6.7	0.0	80.0	20.0	4.00	9
8	26.6	60.0	6.7	6.7	0.0	86.6	13.4	6.46	5
9	46.7	53.3	0.0	0.0	0.0	100.0	0.0	∞*	1
10	53.3	26.7	13.3	6.7	0.0	80.0	20.0	4.00	9
11	53.3	40.0	0.0	6.7	0.0	93.3	6.7	13.90	4
12	40.0	33.3	26.7	0.0	0.0	73.3	26.7	2.74	13
13	33.3	33.3	6.7	6.7	20.0	66.6	13.4	4.97	7
14	73.3	13.3	6.7	6.7	0.0	86.6	13.4	6.46	5
15	33.3	26.7	13.3	0.0	26.7	60.0	13.3	4.51	8

$\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{15}{17} = 88.2\%$ return

*quotient undefined

Table 6.12

TABLE B-3 - Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents) by Employees from Audio-Visual, Chemistry, Computer Tech, Engineering, LRC, Library, Life Science, MPE, Music, Nursing, Photography, Physics, Radio-TV-Film, Student Data Center, Theatre Arts, WPE (Sub-group III)

Question	Responses								
	a	b	c	d	none	Positive (a+b)	Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
1	42.3%	34.6%	11.5%	3.8%	7.7%	76.9%	15.3%	5.03	3
2	50.0	23.1	11.5	7.7	7.7	73.1	19.2	3.8	6
3	34.6	38.5	0.0	3.8	23.1	73.1	3.8	19.20	1
4	23.1	38.5	26.9	7.7	3.8	61.6	34.6	1.78	13
5	19.2	19.2	11.5	23.1	26.9	38.4	34.6	1.11	15
6	30.8	46.2	15.4	3.8	3.8	77.0	19.2	4.01	5
7	50.0	23.1	11.5	3.8	11.5	73.1	15.3	4.78	4
8	38.5	23.1	11.5	11.5	15.4	61.6	23.0	2.68	7
9	50.0	34.6	3.8	7.7	3.8	84.6	11.5	7.36	2
10	42.3	26.9	19.2	7.7	3.8	69.2	26.9	2.57	8
11	46.2	15.4	11.5	23.1	3.8	61.6	34.6	1.78	13
12	53.8	15.4	15.4	11.5	3.8	69.2	26.9	2.57	8
13	34.6	26.9	19.2	7.7	11.5	61.5	26.9	2.29	11
14	38.5	19.2	19.2	11.5	11.5	57.7	30.7	1.88	12
15	30.8	15.4	15.4	3.8	34.6	46.2	19.2	2.41	10

$\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{26}{48} = 54.2\%$ return

TABLE B-4 - Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents) by Employees from Administrative Services I & II, Business Office, Data Center, Mailroom, Telephone, Secretarial Services, Student Store, Community Services (Sub-group IV)

Question	Responses								
	a	b	c	d	none	Positive (a+b)	Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
1	40.0%	37.8%	15.6%	4.4%	2.2%	77.8%	20.0%	3.89	3
2	42.2	17.8	28.9	11.1	0.0	60.0	40.0	1.50	12
3	22.2	55.6	6.7	4.4	11.1	77.8	11.1	7.01	1
4	8.9	44.5	24.4	22.2	0.0	53.4	46.6	1.14	14
5	24.4	28.9	6.7	26.7	13.3	53.3	33.4	1.60	11
6	13.3	53.3	20.0	13.3	0.0	68.6	33.3	2.06	5
7	48.9	24.4	11.1	8.9	6.7	73.3	20.0	3.67	2
8	17.8	46.6	15.6	17.8	2.2	64.4	33.4	1.93	7
9	33.3	37.8	22.2	6.7	0.0	71.1	28.9	2.46	4
10	26.7	35.6	20.0	17.8	0.0	62.3	37.8	1.65	10
11	24.4	28.9	26.7	20.0	0.0	53.3	46.7	1.14	14
12	31.1	28.9	17.8	22.2	0.0	60.0	40.0	1.50	12
13	26.7	35.6	13.3	22.2	2.2	62.3	35.5	1.75	9
14	33.3	28.9	15.6	15.6	6.7	62.2	31.2	1.99	6
15	22.2	37.8	24.4	6.7	8.9	60.0	31.1	1.93	7

$\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{45}{64} = 70.3\%$ return

TABLE B-5 - Responses to Job Attitude Questionnaire by L.A.C.C. Classified Personnel, Spring 1977 (in percents) by Employees from Admissions, Children's Center, College Press, Counseling, Financial Aids, Handicapped, Health Center, Student Activities, Student Center, Student Employment, Student Personnel Services (Sub-group V)

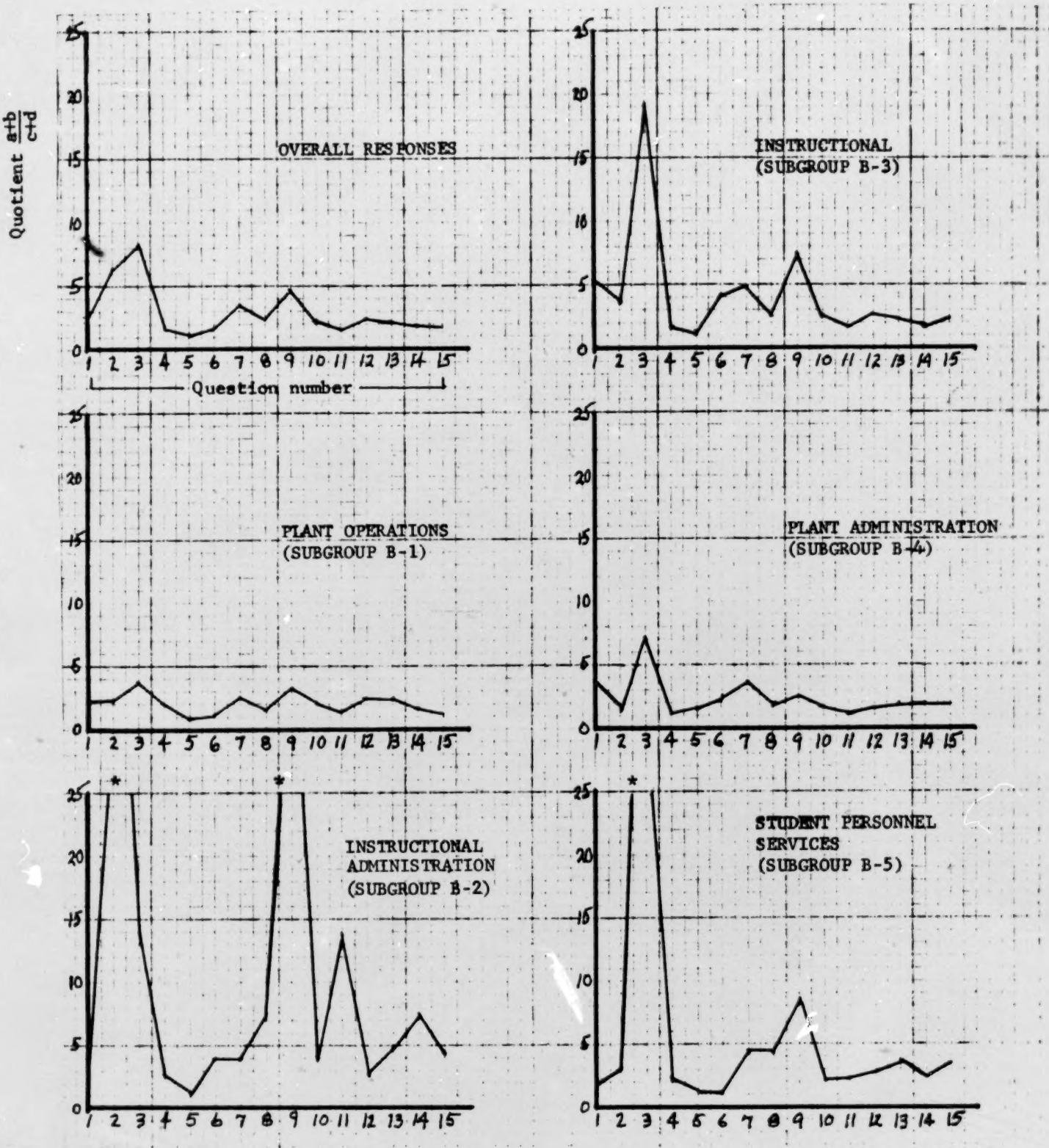
Question	Responses					Positive (a+b)	Negative (c+d)	Quotient $\left(\frac{a+b}{c+d}\right)$	Positive Ranking
	a	b	c	d	none				
1	28.2	38.5	28.2	5.1	0.0	66.7	33.3	2.00	13
2	35.9	35.9	18.0	5.1	5.1	71.8	23.1	3.11	7
3	41.0	46.2	0.0	0.0	12.8	87.2	0.0	∞*	1
4	10.3	53.8	25.6	2.6	7.7	64.1	28.2	2.27	9
5	20.5	25.6	10.3	25.6	18.0	46.1	35.9	1.28	15
6	10.3	46.2	38.5	5.1	0.0	56.5	43.6	1.30	14
7	56.4	23.1	12.8	5.1	2.6	79.5	17.9	4.44	3
8	25.6	53.8	15.4	2.6	2.6	79.4	18.0	4.41	4
9	48.7	38.5	5.1	5.1	2.6	87.2	10.2	8.55	2
10	38.5	30.8	25.6	5.1	0.0	69.3	30.7	2.26	10
11	41.0	28.2	20.5	10.3	0.0	69.2	30.8	2.25	11
12	28.2	46.2	23.1	2.6	0.0	74.4	25.7	2.89	8
13	18.0	56.4	12.8	7.7	5.1	74.4	20.5	3.63	5
14	35.9	25.6	10.3	18.0	10.3	61.5	28.3	2.17	12
15						74.3	20.6	3.61	6

17 $\frac{\text{Total number of replies}}{\text{Total number of questionnaires}} = \frac{39}{70} = 55.7\%$ returns

*quotient undefined

FIGURE B - Ratio of $\frac{\text{Favorable}}{\text{Unfavorable}}$ Responses to Job Attitude Questionnaire:

A comparison (Overall and Subgroups B-1 to B-5)



SUMMARY AND CONCLUSIONS

The quotient $\frac{a+b}{c+d}$ may be loosely interpreted as $\frac{\text{"positive" response}}{\text{"negative" response}}$; consequently, the larger the quotient the more "favorable" the reply. It is encouraging that overall, all quotients were greater than unity as shown by Table A and Figure A; however, the relatively low figure of 1.17 for question 5, "When an employee is given a recommendation for a promotion or pay increase, how do you feel about the way this is handled in your department or office?", suggests that serious consideration be given to some sort of staff development program which informs all classified employees about promotion policies and procedures for obtaining pay increases in their particular job situation.

When replies by subgroups were studied, the quotients of 1.04 and 1.08 to questions 6 and 15, respectively, by Subgroup 1 suggest a need for more information about pay scales and job scheduling for this particular subgroup.

The employees in Subgroup 2, in general, had relatively "high positive quotients". Staff development projects, however, might be initiated which would assist in informing employees about moving to higher job classifications as suggested by the response to question 1.

Employees in Subgroup 3 and 4, in general, had "positive" attitudes toward their jobs. The responses to questions 4 and 11 give some indication of areas in which staff development procedures might be initiated for both of these subgroups.

Employees in Subgroup 5 as in Subgroup 2 indicate, by their responses to question 1, some interest in moving to a better paying position.

SUMMARY AND CONCLUSIONS (continued)

In summary, specific areas in which staff development projects would seem desirable are those which could lead to

1. Clarification about how to achieve promotions and pay increases and
2. Improvements in relations between employees and their immediate supervisors.

JOB ATTITUDE QUESTIONNAIRE

Choose the answer to each question below which best describes your feelings about that particular question.

Example: Suppose ice-cream is your favorite dessert; then you would answer the following question by drawing the circle around the letter "a" which precedes the question as shown.

Question: HOW DO YOU FEEL ABOUT ICE-CREAM AS A DESSERT AFTER DINNER?

(a.) Ice-cream is my **favorite** dessert after dinner.
b. I like ice-cream as a dessert after dinner but I like other desserts as well.
c. I like ice-cream as a dessert but I would rather have something else.
d. I do not like ice-cream for dessert.

---

1. HOW DO YOU LIKE THE WORK THAT YOU DO?
   a. It's the kind of work I like best.
   b. I like it very much, but there are other kinds of work I like just as much.
   c. It's all right, but there are other kinds of work I like better.
   d. I don't like it very much; I would prefer some other kind of work.

2. WHEN IT COMES TO ACCOMPLISHING RESULTS, HOW DO YOU THINK YOUR WORK GROUP WOULD COMPARE WITH SIMILAR WORK GROUPS IN THE SCHOOL?

   Our group is:
   a. much better than most.
   b. somewhat better than most.
   c. about the same as most.
   d. not quite as good as most.

3. IN YOUR OPINION, HOW DO YOU THINK YOUR CHANCE OF STEADY EMPLOYMENT HERE COMPARES WITH THAT OF PEOPLE DOING SIMILAR WORK IN OTHER SCHOOLS?

   My chances for steady employment are:
   a. best here.
   b. better than most places.
   c. better elsewhere.
   d. much better elsewhere.

4. HOW DO YOU FEEL ABOUT THIS SCHOOL AS A PLACE OF WORK?
   a. the best possible place to work.
   b. among the best places.
   c. about average
   d. among the poorest places to work.

5. WHEN AN EMPLOYEE IS GIVEN A RECOMMENDATION FOR A PROMOTION OR PAY INCREASE, HOW DO YOU FEEL ABOUT THE WAY THIS IS HANDLED IN YOUR DEPARTMENT OR OFFICE?

   I feel that:
   a. this is done on the basis of merit and work performance.
   b. merit and work performance are factors but that there are other considerations which are taken into account which sometimes count more than merit or job performance.
   c. if you do an average job and are a pleasant person you have as much chance as a hard worker.
   d. it's all based on "politics" or who the administration wants to see get ahead.

6. ALL IN ALL, HOW DO YOU FEEL ABOUT YOUR OWN PAY?
   a. satisfied.
   b. fairly satisfied.
   c. rather dissatisfied.
   d. very dissatisfied.

7. IF YOU HAD A CHANCE TO DO THE SAME KIND OF WORK, FOR THE SAME SALARY, WITH ANOTHER SECTION OF THE SCHOOL, HOW WOULD YOU FEEL?

   I would:
   a. want to stay where I am.
   b. rather stay where I am.
   c. rather move than stay.
   d. want very much to move to another section

8. HOW WOULD YOU DESCRIBE THE MORALE OF EMPLOYEES IN POSITIONS SIMILAR TO YOURS IN YOUR DEPARTMENT OR OFFICE?
   a. most employees have high morale.
   b. more employees have high morale than have low morale.
   c. more employees have low morale than have high morale.
   d. most employees have low morale.

JOB ATTITUDE QUESTIONNAIRE (continued)

9. HOW FAIRLY HAVE YOU BEEN TREATED DURING THE LAST TWO YEARS?

I have:

a. been treated fairly--no exceptions.
b. been treated fairly--few exceptions
c. not been treated fairly.
d. been treated quite unfairly.

10. DO YOU FEEL YOU ARE WORKING AS PART OF A TEAM?

a. I always feel I am part of a team.
b. I usually feel I am part of a team.
c. I feel I am part of a team about half of the time.
d. I rarely feel I am part of a team.

11. HOW MUCH CONFIDENCE DO YOU HAVE IN THE LEADERSHIP PROVIDED BY YOUR IMMEDIATE SUPERVISOR?

I have:

a. complete confidence in the leadership of my immediate supervisor.
b. almost complete confidence in the leadership of my immediate supervisor.
c. a few serious reservations about the leadership of my immediate supervisor.
d. quite a number of serious reservations about the leadership of my immediate supervisor.

12. DO WORKING CONDITIONS HANDICAP YOU IN DOING YOUR JOB?

a. working conditions are no handicap at all.
b. they are a minor hindrance.
c. they are a considerable hindrance.
d. they are a serious hindrance.

13. WHEN NEW EMPLOYEES ARRIVE, HOW DO YOU FEEL ABOUT THE WAY THEY ARE ASSIGNED TO WORK?

a. time is taken to orient new employees, train them thoroughly, and make them feel at ease in their new surroundings.
b. some help is given by the supervisor and some of the more experienced employees.
c. if they ask questions, someone is usually willing to help them.
d. new employees usually feel lost the first month or so.

14. WHEN AN EMPLOYEE DOES A GOOD JOB, WHAT IS THE REACTION IN YOUR DEPARTMENT OR OFFICE?

a. employees are almost always given credit and praise for doing a good job, especially if an unusual amount of effort was required.
b. employees are sometimes given praise for doing a good job, but only if an unusual amount of effort was required.
c. it is unusual for an employee to receive praise for doing a good job.
d. good work is expected so no particular notice is taken of a job well done, no matter how much effort was expended by the employees.

15. WHAT KIND OF JOB DOES THE ADMINISTRATION DO IN INFORMING EMPLOYEES ABOUT THE REASONS FOR CHANGES IN THEIR JOB SCHEDULES?

a. employees are <u>always</u> given the reasons for any decisions which affect their job schedules.
b. employees are <u>usually</u> given the reasons for any decisions which affect their job schedules.
c. employes are <u>sometimes</u> given the reasons for any decisions which affect their job schedules.
d. employes are <u>never</u> given the reasons for any decisions which affect their job schedules.

Please return to LACC Research Office

Thank you for participating in this survey.